


	Risk Communication Model For Improving Safety Culture At The Indonesian National Oil Company
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Article History: Received: 2021-10-25 Revised: 2021-11-15 Accepted: 2021-11-18	Abstract: Communication Model for Safety Culture Improvement through the concept of a System or Communication Model to achieve the goal of improving Safety Culture in the work area of Indonesian National Oil Company in general. Mixed research method (quantitative and qualitative) with the concurrent model method (mixed combination), namely the concurrent triangulation model (a balanced mix of quantitative and qualitative), to obtain a communication model, the influence of organizational communication with variables: communication climate, communication satisfaction and to develop a safety culture with variables: Safety Climate, Situational (Safety management), Safety Behavior. Safety Culture (86.77%) in the very good category covers : with the Safety Climate (76.32%) is in the very good category; Situational (Safety Management) i (81.88%) is in the very good category; Safety Behavior (73.64%) is in a good category. Organizational communication is in the very good category (75.07%) covers : Communication Climate (73.08%)) is in a good category, Communication Satisfaction (78.38%)) is in a good category. From the quantitative method produced: there is a positive and significant relationship between Safety Climate to Safety Culture; there is a positive and significant relationship between Situational (Safety management) to Safety Culture; there is a positive and significant relationship between Safety Behavior to Safety Culture; there is a positive and significant relationship Communication Climate to Organizational Communication; there is a positive and significant relationship Communication Satisfaction to Organizational Communication. The SIKATBUKA communication model was also obtained (Risk Communication Model for Increasing Safety Culture) . Therefore, the SIKATBUKA model can be tested before being implemented for 4 work areas (Subang Field , Jatibarang & OGT (Oil & Gas Transportation) Field and Tambun Field) in particular, and the entire work area of Indonesian National Oil Company in general. Keywords: <i>Communication Model, Organizational Communication, Safety Culture, Communication Model - SIKATBUKA</i>
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INTRODUCTION

Croucher and Daniel Cronn-Mills (2015), in their book Understanding communication research methods a theoretical and practical approach, state that; Communication is a process of sharing meaning with others. There are a few elements of this definition that should be

explained. A process explains how there is a sender, a message, and a receiver in communication. When the receiver provides feedback (a response of some kind), a transaction occurs between the communicator. When the receiver provides feedback or response, the communicator has a transaction. Furthermore, it is stated that: Communications is a technological system for the transmission of information, examples of communications systems include telephone, cable, television fiber optics the internet. Communication tools are a technological system for sending and receiving Information. Internet.

Risk communication in the face of incidents is the physical and mental condition of a person who underlies the management of Information in the face of the risk of accidents, fires, explosions and environmental pollution. In behavioral theory, the desire to act is based on its knowledge, belief in subjective norms and confidence in controlling resources. An unexpected or desirable event that threatens and disrupts people's lives and livelihoods, resulting in human fatalities, asset damage, pollution/environmental damage, property losses and psychological impacts. Therefore, the role of communication is very necessary for handling risks that require multi-actor roles. Many general requirements are required to be able to carry out effective risk communication, particularly risks involving the wider community, and all these considerations can be grouped into a series using a systematic approach to the risk communication process. This effort can be started by collecting the necessary background and information, preparing and preparing messages, disseminating and distributing, and evaluating follow-up studies and their impact. Communication, as a science that studies human behavior in communicating, can also be described in a wide variety of models. Communication models are created to help in giving an understanding of communication and specify the forms of communication that exist in human relationships. According to Werner and Tankard, models help formulate and suggest relationships between models and theories so closely, that models are often mixed with theories. Models can serve as the basis for more complex theories, tools for explaining theories and suggesting ways to improve concepts. Communication theorists create models, or representations of complex relationships between elements in the communication process, that makes it easier for us to understand complex processes. In Raymond's opinion, the model provides a reference

framework, suggests information gaps, highlights abstraction problems and states a problem in symbolic language when there is an opportunity to use an image or symbol. Because models help us provide an idea of the basic components of a process or system, the function of prediction, through the model, we can estimate about the results or consequences that will be achieved.

The fundamental objective of OHS communication is to provide meaningful, relevant and accurate information, in clear and understandable terms, to specific stakeholders, which in turn can: promote awareness and understanding of health and safety management and specific risk issues; promote consistency and transparency in reaching and implementing OHS risk management decisions; contribute to the development and effective delivery of Information, instruction and learning opportunities; foster trust and confidence among stakeholders in the OHS management system; strengthen working relationships and mutual respect among all participants in health and safety; exchange information on knowledge, attitudes, values, practices, and perceptions of interested parties regarding OHS. For this reason, in building a Safety Culture, of course, consistency between action and communication is needed, so the communication strategy is in the form of a Communication Model that is carried out by the Indonesian Oil & Gas industry will have an important role in this process. The Communication Model compiled and developed is the best step in achieving the goal of improving Safety Culture. In addition, in the process of building the Safety Culture, the Indonesian Oil industry experiences various communication dynamics that occur, which is very important, because, without effective communication, it is impossible to be part of the organizational system of the Indonesian Oil & Gas industry will synergize well. Organizational culture is a communication model that regulates values and norms within the organization. The communication model itself is the process of individuals sending stimuli which are usually in verbal form, to change the behavior of others. For the communication process in the Indonesian Oil & Gas industry organization requires planning that uses appropriate communication models in communicating, where good communication between one another must be interconnected. The important role of organizational communication is as a prerequisite for an organization to get the same understanding of an information or message

so that it will get effective results, meaning that every communication process in an organization is carried out to meet the goals of the organization which involves organizational systems with one another that are interdependent and interact in subsystems through communication actions.

METHODS

The research uses a mixed-method (quantitative and qualitative) with the concurrent model method (mixed combination), namely the concurrent triangulation model (a balanced mix of quantitative and qualitative), which integrates quantitative and qualitative methodologies in one research design. The relationship studied is the influence of safety climate, situational safety management and safety behavior on increasing safety culture. Research goes through the stages of identification, description, classification, modification (reconstruction), analysis, interpretation (validation and verification). The stages carried out in the research include literature study/preliminary study (literature), secondary data collection, hypothesis determination, primary data collection, interpretation, analysis. Method triangulation: using several researchers in data collection or using multiple analyzes in the process of data analysis and interpretation. Data collection methods were conducted through In-depth interviews , observation, focus group discussions (FGD). To increase the credibility of research findings, the researchers conducted several triangulation methods, including researcher triangulation. Triangulation of researchers was carried out by comparing the data collection results from several groups of researchers.

RESULT AND DISCUSSION

4.1 Data Analysis

Quantitative Data Analysis. Data analysis was carried out utilizing an instrument test with a normality test to test whether the independent and independent variables' regression model had a normal distribution. A good regression model has a normal or close to normal data distribution. Normality test is carried out by detecting normality, namely detection by looking at the spread of data (points) on the diagonal axis of the graph. If the data spread around the diagonal line and follows the direction of the

diagonal line, then the regression model meets the normal assumptions. Researchers need to develop research instruments before they are used for data collection to be tested for validity and reliability first, so that the data obtained are valid and reliable. After the sample is determined and the instrument has been tested for validity and reliability, the next step is to collect data on a predetermined sample. After the data is collected, the data is analyzed. The analysis is directed to answer the problem formulation and hypotheses that have been formulated. T-test (definite) and F-test (simultaneous). The t-test was conducted to partially determine the independent (independent) and dependent (bound) variables' influence. Hypothesis testing with t distribution or partial test is hypothesis testing that uses the t distribution as a statistical test; the F test is carried out to determine the effect of the independent (free) and dependent (bound) variables together (simultaneously). The research data were analyzed using SPSS 24 software which is software for statistical analysis. Decision-making seen from this test is done by looking at the F value contained in the ANOVA table; the significance level used is 0.05. If the significant value of $F < 0.05$, then H_0 is rejected, and H_1 is accepted. It means that all independent/independent variables significantly influence the dependent variable.

Primary data in the form of a Safety Culture questionnaire has 41 questions which are grouped into 3 (three) indicators, namely regulation, leadership, and risk management. following:

4.1.1. Safety climate

Table 1. Average Value of Primary Data Safety Climate

No	Indicator	Mean	Category
1.	Management commitment (leadership)	88,58	Very Good
2.	Safety communication	79,78	Very Good
3.	Rules and procedures (regulations)	72,53	Good
4.	Supportive environment	61,88	Good
5.	Accountability/Personal involvement (participation)	76,08	Very Good
6.	Safety training	81,32	Very Good
7.	Policy	74,07	Good
	Safety climate	76,32	Very Good

Source: Data Processed 2021

The table above shows the average value of the safety climate in the very good category, the 7 (seven) indicators of Commitment (88.58%), Communication (79.78%), Personal Accountability (76.08%), and Training (81.32%), very good category, for Policy (74.07%), Regulations and procedures (72.53%), and work environment (61.88%) in the good category.

4.1.2. Situational (Safety Management)

The primary data in the form of a situational questionnaire has 33 questions which are grouped into 3 (three) indicators, namely regulation, leadership, and risk management. The results of the safety climate questionnaire analysis from the four working areas showed the following data:

Table 2. Situational Average (Safety Management) Primary Data

No	Indicator	Mean(%)	Category
1.	Regulation	83,64	Very Good
2.	Leadership	73,00	Good
3.	Risk Management	89,00	Very Good
	Situational	81,88	Very Good

Source: Data Processed 2021

The table above shows the average situational value in the very good category (81.88%). Regulatory indicators are in the very good category (83.64%), leading indicators are in the very good category (73.00 %), risk management indicators are in the very good category (89.00 %).

4.1.3. Safety Behavior

Primary data in the form of a Safety Behavior questionnaire has 21 questions which are grouped into 2 (two) indicators, namely safety compliance and safety participation. The results of the analysis of the safety climate questionnaire from the four work areas showed the following data:

Table 3. Primary Data Safety Behavior Average

No	Indikator	Mean (%)	Kategori
1.	safety compliance	61,11	Good
2.	safety participation	86,26	Very Good
	Safety Behaviour	73,68	Good

Source: Data Processed 2021

The table above shows the average value of Safety Behavior in the very good category (73.68%). The safety compliance indicator is very good (61.11%). Meanwhile, the safety participation indicator is very good (86.26). %)

4.1.4. Organizational communication

Primary data in the form of an Organizational questionnaire communication covering the dimensions of communication climate and communication satisfaction has 28 questions. The results of the analysis of the safety climate questionnaire from the four work areas showed the following data:

Table 4. Primary Data Organizational Communication Average

No	Indicator	Mean	Category
1.	Communication Climate	73,08	Good
2.	Communication Satisfaction	78,39	Good
	Organizational Communication	75,07	Good

Source: Data Processed 2021

The table above shows the average value of Organizational Communication in the good category (75.07%). Likewise, the communication climate indicator is in a good category (73.08%). In comparison, the organizational satisfaction indicator is in a good category (78.39%).

Primary data in the form of an Organizational questionnaire communication includes dimensions/indicators of communication climate and communication satisfaction has 28 questions. The results of the safety climate questionnaire analysis from the four work areas of showed the following data:

- Comparing the t-count value and the t-table value, with the results of the communication climate the t-count value (4.811) > t-table (0.000), and Communication Satisfaction with the t-count value (0.787) > t-table (0.432), then the communication climate and Communication satisfaction have a positive and significant relationship to organizational communication.
- Judging from the Significance Value (Sig.) for communication climate $0.000 < 0.05$ probability, then there is a positive and significant relationship or influence on organizational communication and Significance Value (Sig). On the other hand,

communication Satisfaction (0.432) > probability (0.05), then there is no positive and significant relationship or influence on organizational communication.

4.2. Secondary Data Measurement Results.

Based on the scoring above, the results of the safety culture measurement are grouped into five levels of maturity, namely Pathology (0.0 – 1.5), Reactive (1.6 – 2.5), Bureaucratic (2.6 – 3.6), Proactive (3 ,6 – 4,5), and Generative (4.6 – 5.0). Secondary data can play a role in helping uncover the expected data and help provide Information or complementary data as a comparison material if there are incomplete data from the results of in-depth interviews, FGDs;

4.3. Primary Data Measurement Results

Data were collected employing questionnaires/questionnaires, focus group discussions (FGD), in-depth interviews as follows:

a.) Questionnaire. The result of primary data measurement is the mean (questionnaire of safety climate, situational, safety behavior). The mean results are grouped into 4 categories, namely: STS (Strongly Disagree), poor score 1 (1.00-2.00), TS (Disagree), quite a good score 2 (2.01-3.00), S (Agree), good score 3 (3.01-4.00), SS (Strongly Agree) very good score 4 (4.01-5.00), Questionnaires/questionnaires were distributed to respondents who had determined various levels of positions, departments/sections used questionnaires, and a Likert scale as the research instrument. Questionnaires were distributed to all workers in both Region 2 and Zone 7 with a minimum number of 30-40 respondents per unit of the work area.; b). Focus Group Discussion (FGD). Researchers also formed a Focus group discussion (FGD) to hold joint discussions with groups (from HSSE and Non-HSSE) consisting of 3 levels. 1. Top Management: Director, Vice President and Senior Manager; 2. Middle Management : General Manager, Manager and Field Manager; 3. Low Management : Assistant Manager, Superintendent, Specialist (Experts). The FGD participants were attended by 3-5 people who were representatives of the departments/sections of both HSSE and Non-HSSE Discussions on research topics to find out the views, understandings or Information of these workers as relevant informants who would represent the population of permanent workers in various positions, departments/part, contract workers.; c). An in-depth Interview is one of the data

collection techniques by asking questions to respondents. With advances in technology, interviews can now be done via WA, telephone or video calls. Researchers want to know the experience or opinion of respondents/informants who have been determined. The interview participants were attended by 3 -5 people who represented the Top Management, Middle Management, Low Management work area. Interviews were conducted with certain individuals to obtain data or Information about problems related to problems in the field related to the formulation of research problems to certain respondents who had been selected according to the research needs of the Indonesian Oil Industry, both permanent workers and contract workers.

4.4. The safety climate indicators are as follows:

Primary data in the form of a safety climate questionnaire has 82 questions which are grouped into 7 (seven) indicators, namely management commitment (leadership), safety communication, rules and procedures (regulation), work environment, accountability or personal involvement (participation), policies, safety training. The results of the analysis of the safety climate questionnaire from the four work areas, which included 162 respondents, showed the following data:

1. Management Commitment (Leadership). In collecting primary data from the working area of zone 7 for the questionnaire results with 162 respondents, the average value (mean) of the leading indicators was 88.56% and included in the very good category (range 75-100%) ; 2. Communication. In primary data collection from the working area for the questionnaire results with 162 respondents, the communication indicator's average value (mean) was 79.78% and included in the very good category (75-100%) ; 3. Rules and Procedures. In collecting primary data from the working area of zone 7 for the questionnaire results with 162 respondents, the average value (mean) of the indicators of regulations and procedures was 72.53% and included in the good category (50 -75%) ; 4. Work Environment. In primary data collection from the working area for the questionnaire results with 162 respondents, the average value (mean) of the indicators of a supportive work environment was 61.88% and included in the good

category (range 50-75%); 5 . Personal Engagement / Personal Accountability. In primary data collection from the working area for the questionnaire results with 162 respondents, the average value (mean) of the indicators of personal involvement / personal accountability was 76.08% and included in the very good category (75- 100%); 6.Policy. In primary data collection from the working area of zone 7 for the results of the questionnaire with 162 respondents, the average value (mean) of the policy indicators was 74.07

% and included in the good category (50 % - 75 %); 7.Training. In collecting primary data from the 3 working areas for the questionnaire results with 162 respondents, the average value (mean) of the training indicators was 81.32% and included in the very good category (75 -100%).

4.5. Situational Indicators

Situational indicators have 3 (three) indicators as follows:

1. Regulations (Rules and Procedures).In collecting primary data from the 3 working areas for the questionnaire results with 162 respondents, the average value (mean) of risk management indicators was 83.64% and included in the very good category (75 - 100%). shows indicators that have a significant effect on the maturity of safety culture.;
2. Leadership (Management Commitment) is the average value (mean) of the leadership indicator (management commitment of 73.00% and included in the good category (50 -75%).;
3. Risk management the average value (mean) of the risk management indicators was 89.00% and included in the very good category (75-100%). It also shows that risk management indicators on situational variables have the greatest influence on safety culture maturity.

4.6. Safety Behavior Indicators

Safety Behavior Indicators have 2 (two) indicators as follows:

1. Safety Compliance. In primary data collection from the 3 working areas for the

results of the questionnaire with 162 respondents, the average value (mean) of the compliance indicator was (61.11%) and was included in the good category (50 -75%).

2. Safety Participation. The average value (mean) of the compliance indicator was (86.26%) and was included in the very good category (75 - 100%).

4.7. Organizational communication

4.7.1. Communication Climate

The Communication Climate Indicator includes six dimensions, namely:

1. Trust. Personnel at all levels should strive to develop and maintain relationships in which there is an element of trust, confidence and credibility that is supported by statements and actions of individuals;
2. Participatory decision-making. In joint participatory decision-making, workers at all levels (hierarchies) in the organization should be invited to communicate and consult on all issues in all policy areas of the organization, which are relevant to the hierarchical position of workers.;
3. Honesty or willingness to give advice. A general atmosphere of honesty and directness should characterize relationships within the organization, and workers can say "what is on their mind" regardless of whether they are speaking to colleagues, subordinates, or superiors;
4. Disclosure in downward communication/information, Except for confidential Information, members of the organization must relatively easily obtain information directly related to their current duties, which affects their ability to coordinate their work with other people or departments/functions. , and which relate broadly to the company, its organization, its leaders and its organizational plans;
5. Listening to information/upward communication that is frank and attentive. Personnel at every level in the organization must listen to suggestions or problem reports raised by personnel at every level of subordinates and superiors in the organization, on an ongoing basis and with thought. Open Information from subordinates must be considered important enough by superiors to be heard and implemented unless there are instructions to the contrary;

6. Thinking of high-performance goals, All levels (levels) in the organization must demonstrate a commitment to high-performance goals-high productivity, quality / high quality, low costs, and great concern for other members of the organization.

4.7.2. Communication Satisfaction

The Communication Satisfaction Indicator includes 8 dimensions, namely:

In the primary data collection from the four work areas for the questionnaire results with 162 respondents, the average value (mean) of the Communication Satisfaction indicator (78.39%) was included in the good category.

The communication satisfaction indicator is important for running a safety culture program. Communication Satisfaction Indicators include 8 (eight) as follows:

1. Information related to work. Communication satisfaction is related to work-related Information. This factor only includes Information about the work itself, such as SOP and Job desk (duties and responsibilities);
2. Adequacy of Information. In communicating must achieve the adequacy of the information. This factor includes the adequacy of both internal and external Information circulating within an organization.
3. Ability to suggest improvements. In communicating have the ability to suggest improvements. This factor includes improving communication through notification of changes with the aim of improvement and specific strategies used in making changes (management of change).
4. The efficiency of various downward communication channels. In carrying out the efficiency of various downward communication channels. This factor includes how Information is disseminated within an organization, including such as bulletins, equipment used, memos/letters and written materials and others.
5. How to communicate with fellow workers (colleagues) The way colleagues (colleagues) communicate which includes horizontal, informal communication and the level of satisfaction arising from discussion of problems and informed opinions

from coworkers and obtaining support.

6. Media quality. This factor is more on the quality of writing, the value of the Information received, the balance of available Information and the accuracy of the information that comes. Work safety information media in the workplace (newspapers, other publication media. Communication in the form of safety signs (warning signs/safety signs) can influence unsafe work behavior.
7. Information about the organization as a whole In Information about the organization as a whole regarding the involvement of relations with the organization, support or assistance from the organization and Information from the organization in the form of regulations, procedures (SOP) and organizational policies.
8. Organizational integration: How to get involved/participate in communicating as an integration in the organization. The existence of a sense of belonging and feeling of having duties and responsibilities for the organization and participation in planning future goals and objectives within the company organization.

4.8. The Communication Model Used By Researchers Is: Model. Communication Model For Increasing Work Safety Culture (MODEL - SIKATBUKA)

Communication has several models. The communication model is a process, in order to make it easier to understand the communication process and see the basic components that need to be in a communication, seen from every symptom or event that does not escape the existence of a communication that exists between workers (internal, external, formal, informal, vertical) and horizontally). Successful and effective communication comes from implementing the communication process; the workers involved will improve their communication skills if they follow the communication process, and are far from communication barriers or obstacles. It has been proven that individuals who understand the communication process will develop into more effective communicators, whereas effective communicators have a greater chance of success. The key to successful risk management is the ability of the organization from time to time to predict possible risks that may occur, monitor and control risks associated with its business activities, and improve effective communication, so that negative impacts or deviations can be avoided.

Schramm considers communication as an interaction with both parties that encode, interpret, decode, transmit, and receive signals. Wilbur Schramm began to study communication as an independent discipline. One of the ideas is an awareness of the field of experience that the sender and receiver have. Wilbur Schramm created a series of communication models, starting with a simple model of human communication (1954), then a more complex model that considers the experiences of two individuals communicating, to a model communication interaction between two individuals. Schramm's model considers communication as an interaction with both parties that encode, interpret, decode, transmit, and receive signals. Schramm looks at feedback and an ongoing circle for sharing information. Communication requires at least 3 elements: source, message and target (destination). The source can be the message, and the destination can encode the message, depending on their individual experiences. According to Schramm, as the third model shows, everyone in the communication process is simultaneously an encoder and decoder. We are constantly decoding signals from our environment, interpreting these signs, and encoding things as a result, so we are both receiving and transmitting messages. The meaning generated from the reverse encoding (interpretation) that is carried out will make it an encoder. The return process in this model is called feedback, which plays a very important role in communication because this lets us know how our message is interpreted, either in the form of words in response or a nod of the head, furrowed brow so on. repair. (Schramm in his book *Process and Effect of Mass Communication* by Wilbur Schramm 1954 in Ruliana & Lestari, 2019).

4.9. Measurement of Safety Culture performance achievement

The model describes a five-step development from the "pathological" stage where there is a "do not care" and "no systems" culture to the "generative" stage where managing risk is a way of life and effectively implementing integrated systems in the workplace. The description of each stage of the Indonesian National Oil model of safety culture is: 1. Pathological (0.0 -1.5); "EGP". Really care about the rules, the important thing is not to get hurt"; 2. Reactive (1.6-2.5); "Safety is important". We do many actions; 3.

Calculative (2.6-3.5); "We already have a system" to control the danger; 4. Proactive (3.6-4.5); "We always focus on every OHS problem found"; 5. Generative (4.6-5.0) "OHS has become a mindset/part of how we do business"

CONCLUSION

1. Finding a new Communication Model, namely (Model - SIKATBUKA): COMMUNICATION MODEL for INCREASING WORK SAFETY CULTURE that can be implemented within PertaminaEP This model has an element of "field of experience" which will affect the area of experience possessed by both of them. Furthermore, this model emphasizes that there are factors that influence the communication process, including:

- a. Background factors, which are things that exist in individuals that influence the process of encoding and interpreting messages, namely knowledge, experience, communication skills, attitudes/behavior and social conditions.
- b. Physical environmental factors or situations when communication occurs, namely it is easier or better to communicate in a pleasant environment than an unpleasant or unsupportive environment. The environment can also speed up or hinder the communication process.
- c. Disturbance factor (noise) that may occur at the time of delivery or receipt of messages.

2. Primary Data Results:

- a. Safety Climate Table 4.20 (page 202) shows the average safety climate is in the very good category, the 7 (seven) indicators of Commitment (88.58%) , Communication (79.78%), Personal accountability (76.08%) , and Training (81.32%), very good category, for Policy (74.07%) , Regulations and procedures (72.53%), and Work environment (61.88%) in the Good category.
- b. Situational (Safety Management), Table 4.21 (page 202) shows the situational mean score is in the very good category (81.88%). In addition, regulatory indicators are in the very good category (83.64%), leading indicators are in the very good category (73.00 %), risk management indicators are in the very good category (89.00 %).
- c. Safety Behavior. Table 4.22. (page 203) The average value of Safety Behavior is in the very good category (73.68%). The safety compliance indicator is very good (61.11%).

Meanwhile, the safety participation indicator is very good (86). ,26%)

- d. Organizational Communication. Table 4.23. (page 204) shows the average value of Organizational Communication is in a good category (75.07%). Communication Climate Indicator is in good category (73.08%). Meanwhile, the communication satisfaction indicator is in a good category (78.39%)

3. From t-test:

- a. There is a positive and significant relationship. Safety climate, $t\text{-count} = 7802 > t\text{-table} = 2.626$, Situational $t\text{-count} = 5.829 > t\text{-table} = 2.626$, and safety behavior $t\text{-count} = 5.900 > t\text{-table} = 2.626$ against Safety Culture (Safety Culture).
- b. There is a positive and significant relationship Communication climate with $t\text{-count}$ value (4.811) $> t\text{-table}$ (0.1826), and Communication Satisfaction with $t\text{-count}$ value (0.787) $> t\text{-table}$ (0.1826), n towards organizational communication.

4. From Test - F:

- a. independent variables which include safety climate, situational (Safety management) and safety behavior have a simultaneous relationship to the dependent variable Safety Culture (Safety Culture) [F-count value of 11.976 $>$ F-Table 2.3, the resulting significance value is (0.000) $<$ (0.05)].
- b. independent variables which include communication climate and communication satisfaction have a simultaneous relationship to the dependent variable organizational communication. [F-count value = 3.619 $>$ F-Table = 1.62, the resulting significance value is (0.000) $<$ (0.05)]

4. Hypothesis Test:

- a. Safety Climate there is a positive and significant relationship to Safety Culture ($r\text{-count}$ (0.493) $>$ $r\text{-table}$ (0.1826))
- b. Situational (safety management) there is a positive and significant relationship to Safety Culture ($r\text{-count}$ (0.659) $>$ $r\text{-table}$ (0.1826))
- c. Safety Behavior there is a positive and significant relationship to Safety Culture ($r\text{-count}$ (0.511) $>$ $r\text{-table}$ (0.1826))
- d. Communication Climate there is a positive and significant relationship to Organizational Communication [$r\text{-count}$ (0.878) $>$ $r\text{-table}$ (0.1826)]

- e. Communication satisfaction has a positive and significant relationship to organizational communication [$r\text{-count} (0.783) > r\text{-table} (0.1826)$]
5. Average Value of Achievement of Safety Culture Performance in 3 Work Areas :
- a. Average Value for Achievement of HSSE Tambun Field Cultural Performance -Indonesian National Oil (achievement results based on questionnaire only) = 4.12 (Proactive)
 - b. Average Value for Achievement of HSSE OGT (Oil Gas Transportation) and Jatibarang Field Cultural Performance - Indonesian National Oil (achievement results based on questionnaire only) = 3.92 (Proactive)
 - c. Average Value for Cultural Performance Achievement HSSE Subang Field - Indonesian National Oil (achievement results based on questionnaire only) = 4.10 (Proactive).

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